Information Assets in the Government of Alberta

A Management Framework

October 2003

Alberta
GOVERNMENT OF ALBERTA

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Executive Summary

Information is an important strategic asset for the government — as important as people, capital and technology. Like other corporate assets, information must be managed.

Currently, there is a lack of resources, commitment and understanding of the issues in managing this valuable corporate asset properly.

This Information Management Framework approved by the Deputy Ministers' Committee in April 2003 is meant to provide a disciplined approach to managing information assets that is consistent across the government. Its focus on information content and the use of information will enable the government to capitalize on the value of its information assets.

The themes of the framework are:

- **Accountability.** Managing information is everyone's responsibility. Accountability at the ministry level and at the corporate level will ensure adequate resources and attention are devoted to the management of this key corporate asset.
- **Establishing a disciplined approach.** This framework provides a more consistent and disciplined approach to information management across government.
- **Flexibility.** The framework has been developed to be robust enough to account for the wide variety of information activities that occur across the government and to apply in the context of continual reorganization, re-engineering and renewal of government programs and services.
- **Working smarter and working together.** The framework has been developed to support increased sharing and cooperation across ministries and with those who have corporate responsibilities for information management, and optimization of both the current and future value of our information assets.

The framework is structured to leverage best practices that already exist within the Government of Alberta and to build on the work that has been undertaken in many ministries and at the corporate level.

IM Vision

The **vision statement** articulates the value of information for the government.

> *The Government of Alberta will manage its information in a disciplined and coordinated manner to optimize the value of our investment in information assets, support effective and efficient operations and improve the delivery of services to Albertans.*

IM Principles and Directives

The **principles** articulated in the framework support this vision and express global information management objectives of the government. The six principles are:

1. **Accessibility**. Information is easily accessible to those who need to use it and are authorized to access it.
2. **Usability**. Information meets the needs of employees, clients, partners and stakeholders and is timely, relevant, accurate and easy to use.
3. **Accountability**. Accountability for the management of information in the custody or under the control of each ministry is clearly defined.
4. **Integrated approach**. Information assets are managed throughout their entire life-cycle regardless of the medium in which they are held.
5. **Planned and coordinated approach**. Coordinated planning for the management of information is linked to business and budget planning.
6. **Optimize the value of information assets**. Information assets will be managed to optimize the investment of the Government of Alberta.

These principles are supported by 18 **directives** that will facilitate the effective management of information across the government and help the government achieve its global objectives. The 18 directives are outlined on pages 10-12.

Action by ministries on the directives will be guided by **legislation**, **policies** and a series of **standards and practices**. In many cases, these standards and practices already exist. In other instances, gaps are identified that need to be filled to fully support a disciplined approach to information management across government.

Implementation

While individual ministries will bear responsibility for specific measures, cooperative initiatives are important to enhance the development of sound information management practices. Innovation and Science (Office of the Chief Information Officer) and Government Services (Information Management, Access and Privacy) are co-leading and sponsoring the implementation of the framework. These two ministries are coordinating corporate activities with the other ministries and with areas that have corporate information management responsibilities (i.e., Archives, Freedom of Information and Protection of Privacy (FOIP), Data Management, Internet Content Management, Knowledge Management, Libraries, Publishing and Records Management).

The corporate sponsors are supported by an Information Management Advisory Committee. The Advisory Committee is composed of members from various ministries, the information management communities of practice across government (Archives, FOIP, Information Management, Data Management, Internet Content Management, Knowledge Management, Libraries, Publishing, and Records Management). It also includes where required members from other cross-ministry initiatives such as Service Alberta and Government of Alberta Enterprise Architecture. Its membership will be reviewed periodically by the sponsors.

A number of corporate priorities have been completed, others are in progress and others are being planned. For further information, see the IM Strategic Plan. These corporate priorities are reviewed on an annual basis to assess urgency and budget requirements.

This planned and phased approach will ensure measurable progress in improving information management in the Government of Alberta.

1. Introduction

Information is an important strategic asset for the government — as important as people, capital and technology. Like other corporate assets, information must be managed.

Increasingly, businesses, governments and other organizations around the world are recognizing the value of their information assets.[1] They are also looking at how information processes and policies should be developed to support decision-making, minimize costs, and maximize the value of information to their organizations.

The Government of Alberta's Information and Technology Management Strategy, adopted by Deputy Ministers recognizes this need:

> "The management and use of information must be improved and its strategic value to government and Albertans must be recognized. An enhanced understanding of what and how information should be captured, constraints on use and sharing, standardization, accessibility and accountability are required to capitalize on the value of information and create new knowledge."[2]

The Government of Alberta is committed to optimizing its investment in information through planned and coordinated management of this asset. This Information Management Framework[3] is meant to provide a disciplined approach to managing information assets that is consistent across the government. Its focus on information content and the use of information will enable the government to capitalize on the value of its information assets. It will also position Alberta for more effective

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[1] In Canada, the Public Sector Chief Information Officer Council, composed of the CIOs from federal and provincial jurisdictions in Canada, has identified information management practices as a priority to be addressed.

[2] "Connecting for the Future: Government of Alberta Strategy for Information and Technology Management," Office of the Chief Information Officer, October 2000.

[3] The framework was developed under the sponsorship of the Office of the Chief Information Officer (Innovation and Science) and Information Management, Access and Privacy (Government Services). A Task Force, consisting of representatives from the many information management communities within government developed the framework. The Task Force has now been replaced by an Advisory Committee. The Framework was approved by the Deputy Ministers' Committee in April 2003.

cooperation with federal, provincial and municipal levels of government in meeting the needs of Albertans.

Information Management

Information Management (IM) involves the planning, directing and controlling of all of the government's information assets to meet corporate goals and to deliver programs and services. In the context of this framework, **information management** refers to the application of consistent practices related to planning, creation, capture or collection, organization, use, accessibility, dissemination, storage, protection and disposition (either destruction or permanent retention) of information.

The focus of the framework is on the management of how we **work with information content and how we optimize the value of information assets.** This framework does not address what information ministries collect or generate as those decisions are best made by business units in each ministry.

Overview of the Framework

Part 2 of this document reviews the current environment of information management within the government. Today's challenges demonstrate the need for a more disciplined approach to the management of information assets. In Part 3, the proposed framework is presented. The **vision statement** articulates the value of information for the government. The **principles** support this vision and express global information management objectives of the government. These principles are supported by **directives** that will facilitate the effective management of information across the government and help the government achieve its global objectives.

Action by ministries on the directives will be guided by **legislation**, **policies** and a series of **standards and practices** related to information management. These are identified in Part 4. In many cases, these standards and practices already exist. In other instances, there are gaps that will need to be filled to fully support a disciplined approach to information management across government.

Finally, in Part 5, a high level implementation plan addresses corporate governance, corporate and ministry priorities, and presents an evaluation strategy for the framework. The implementation plan will be updated annually to ensure that the efforts of ministries are fully supported.

The relationship of the various components of the framework is presented in Figure 1. The actual framework is contained in Part 3.

Figure 1
The Information Management Framework Structure

<table>
<tr><td colspan="6">Strategic Information Management Vision</td></tr>
<tr><td>Principle 1
Accessibility</td><td>Principle 2
Usability</td><td>Principle 3
Accountability</td><td>Principle 4
Integrated Approach</td><td>Principle 5
Planned & Coordinated Approach</td><td>Principle 6
Optimize Value</td></tr>
<tr><td colspan="6">Directives to Support Each of the Principles</td></tr>
<tr><td colspan="6">Legislation Related to Information Management</td></tr>
<tr><td colspan="6">Government of Alberta Policies on Information Management</td></tr>
<tr><td colspan="6">Information Management Standards and Practices</td></tr>
</table>

Key Themes of the Framework

The key themes of the framework are:

- **Accountability.** The framework recognizes that managing information is everyone's responsibility. Thus, much of the work of applying the framework will occur within individual business units within ministries. However, accountability at the ministry level and at the corporate level will ensure adequate resources and attention are devoted to the management of this key corporate asset.

- **Establishing a disciplined approach.** The framework has been developed to provide guidance to ministries throughout the government related to good information management practices. In some organizations, actions on a number of the directives have already been implemented. Other organizations recognize the need, but have yet to develop the structures and processes, or allocate the resources, needed to support coherent practices. This framework can provide a more consistent and disciplined approach to information management across government.

- **Flexibility.** The framework has been developed with the realization that a wide variety of information activities occur

across the government. Thus, an approach to information management has been proposed that is flexible and can be adapted to a wide variety of information activities. Moreover, the approach to information management proposed in this framework is applicable in the context of continual reorganization, re-engineering and renewal of government programs and services.

- **Working smarter and working together.** The framework has been developed to enable ministries to manage information assets and their information work more efficiently. The framework has also been developed with the recognition that, more and more, the work of the government will involve cooperation across ministries. A common approach to information management will facilitate more effective cooperation, increased sharing of information, and the optimization of the future value of our information assets.

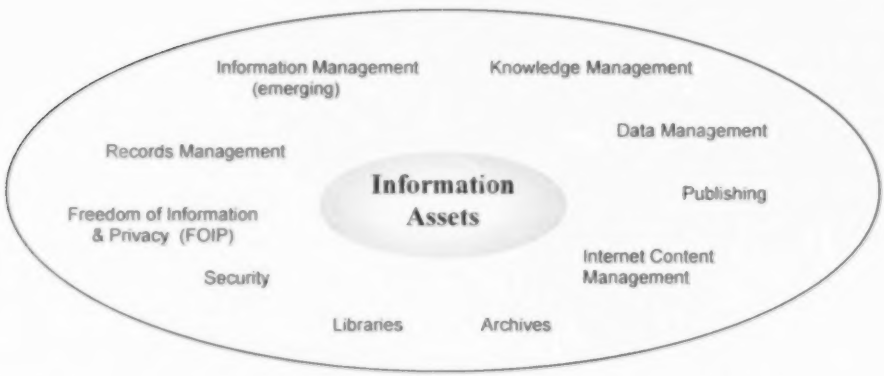
2.
Today's Challenges

Information is at the heart of government operations. It is key to providing programs and services to Albertans.

Information is being managed daily by every employee in the government. The question is how well and with what impact?

Moreover, there are a variety of communities of information professionals that support information management in government. Each community of practice reflects a different emphasis of the government's business interests. These communities are identified in Figure 2.

Figure 2
Information Management Communities of Practice



Information Management Gaps

While certain information management practices are working well, the various information communities have identified a number of "gaps" in information management that affect the business of government.

First, while there is significant coordination within each of the communities identified in Figure 2, there is a **need for greater coordination** across the various professional communities, at both the ministry and corporate levels.

Second, as a result of distributed responsibilities, there is **a lack of corporate focus** on information management.

Third, **information management practices vary widely within ministries and across ministries**. While some ministries have invested the resources to develop departmental plans for information management, in other ministries, information management is done on an *ad hoc* basis. Information management professionals have identified a number of

weaknesses in current information management practices. These weaknesses include:

- **Lack of confidence in our knowledge of what information we have and where it is located.** Often, staff are not sure whether information even exists within an organization (i.e., information assets are not identified, organized, described or accessible). This is true for hard copy publications and documents, as well as electronic publications, documents and databases.

- **Electronic documents and files are difficult to locate.** Many acknowledged that it is difficult, and sometimes impossible, to locate electronic files because of the lack of naming conventions and protocols, or the effective use of metadata in electronic document management. The lack of effective management of electronic files also makes it more difficult to effectively meet obligations under the Records Management Regulation, the *Historical Resources Act* and the *Freedom of Information and Protection of Privacy Act.*

- **Electronic mail is not well-managed.** More and more, the business of government is being conducted though electronic mail. However, many information professionals acknowledge that electronic mail is not well managed by individuals. In some cases, the volume of electronic mail and the expectations for managing electronic mail is leading to the perception of "information overload" among staff.

- **The same information is managed multiple times.** As a result of storing multiple copies of the same information, the same information is managed multiple times rather than following the principle of managing once for multiple uses.

- **Lack of information planning.** Information is at the core of most government programs and services, yet, information planning is not a regular practice among business units. There is:

  - little ongoing identification of information needs and existing information repositories or redundant collections of information that already exist,
  - insufficient identification of vital records for disaster recovery,
  - little integration of information stored in various media, and
  - little to link information requirements with strategic business requirements.

- **Information management responsibilities are not well articulated.** The lack of acticulated responsibilities leads to confusion among staff as to who should be managing information within the ministry. There is also a lack of clearly articulated responsibilities in contractual relationships, joint ventures and partnerships. These types of working relationships are becoming more and more common in government, yet, information management responsibilities are not clearly identified.

- **Lack of skills related to information management.** While information is managed by everyone, there is a lack of understanding and the skills necessary to effectively manage information.

- **Loss of historical records in both paper and electronic form and loss of corporate memory.** Without proper management and archiving of information, the government's corporate history is incomplete. Moreover, preserving records that are period-specific (such as legislation or policy at a particular time) is essential to maintain the historical record. It is essential to ensure the historical record is preserved, even when that information is disseminated electronically through the Internet. Corporate memory is further lost when employees leave or change jobs and the information they are managing is not properly disposed of or not taken over by someone else.

- **Inconsistent standards for dissemination and publishing information.** The lack of these standards means the government is unable to leverage its identity with Albertans and its investment in information assets.

Impact of Current Practices

It is difficult to measure the impact of these gaps in purely monetary terms. In addition to increased costs, these gaps also result in:

- loss of value (both current and future) of the information asset,
- a loss in productivity, and
- an increased risk for the government of not being able to meet its program delivery objectives and its legislated requirements.

"the average executive spends 82 frustrating minutes per day searching for information."

-CIO Magazine

The vast information assets of government are invaluable in terms of our ability to create new knowledge. If we don't know what information we have, or we can't locate it, we risk losing the value of our investment

and a loss of future value as a result of our inability to mine previous information assets for new business challenges.

"the amount of time wasted by the average knowledge worker on document-related non-value-added tasks will increase to between 30 percent and 40 percent of their time by 2003."

-Gartner Group

In terms of lost productivity, if each employee spends an average of two hours per week (an average of 24 minutes a day) in non-productive information work as a result of these gaps, the cost to the government is equivalent to 1200 person years. At an average annual cost of $50,000 per employee, this would equal $60.0 million dollars per year in lost productivity. Based on industry estimates of how much time is spent unproductively searching for information without success, this is a very conservative estimate of the reduced productivity as a result of current information management practices.

Finally, as a result of current information management practices, the government is also exposed to increased risk of claims, other disputes and legal liability. It also risks being unable to comply with its legislated responsibilities. Moreover, without sound information management practices, planning and decision-making in government organizations may be compromised.

Future Pressures

"after more than a trillion dollars spent on computing, companies estimated that they gained at most 1% improvement in productivity."

-Management Today

There are pressures on the horizon that suggest that more rigorous information management practices are required now. These pressures include:

- **Leveraging our investment in technology**. Moving forward with new investments in information technology without effective content management may result in waste and under-achievement of goals and objectives.
- **Increasing quantity, range, complexity and relevance of information.** Most recognize that the nature of information is changing, also increasing the need for effective management of information to be able to find and use information to support business decisions, develop plans and solve problems.
- **Increased need for the maintenance of electronic information.** As more and more government information is stored electronically, there will be significant challenges in how to retain this information for future use.
- **Increased electronic service delivery.** Moving forward on the government's commitment to electronic service delivery will require more consistent IM practices across government. With electronic service delivery comes higher expectations from clients

about the speed with which they can obtain information, the quantity of government information they are able to receive and the quality (e.g., accuracy and relevancy) of that information.

- **Increasing expectations of the public.** The public is increasingly aware of information management issues, especially the protection of privacy

Summary

As the Government of Alberta positions itself for the knowledge-based economy, it is essential that information processes and resources be managed effectively to support the goals of the government. Given external pressures and resource constraints, it is also imperative for ministries to work more efficiently. This framework supports these objectives.

Implementation of the Information Management Framework will mean that:

- work in the government is supported by **efficient processes**,
- **the Alberta Government** is better positioned for the knowledge economy,
- the government is able to **meet legislated and program responsibilities**, and
- there will be a higher degree of **integration and cooperation** in working corporately across ministries.

3.
The Information Management Framework

The following information management framework will guide information management within the Government of Alberta.

IM Vision

The Government of Alberta will manage its information in a disciplined and coordinated manner to optimize the value of our investment in information assets, support effective and efficient operations and improve the delivery of services to Albertans.

Principles and Directives

The framework consists of six principles. Taken together, the principles support the IM Vision and express global information management objectives of the government. These principles are supported by directives that will facilitate the effective management of information across the government and help the government achieve its global objectives.

Principle 1: Accessibility

Information is easily accessible to those who need to use it and are authorized to access it.

1.1 Ministries must ensure that information systems are designed and implemented to easily locate and retrieve information, and to facilitate sharing the information within ministries, across government, with other levels of government and with Albertans, subject to legal constraints.

1.2 Ministries must develop access standards and practices, including practices for routine disclosure of information. Ministries must ensure that all employees understand the access standards and have the skills to implement them.

1.3 Ministries must establish plans for the electronic delivery of information to stakeholders and the public, including standards for service level commitments.

Principle 2: Usability

Information meets the needs of employees, clients, partners and stakeholders and is timely, relevant, accurate and easy to use.

2.1 Ministries must establish and apply quality control procedures to ensure the information they produce is based on the demonstrated needs of users, is accurate and reliable, and is easy to use.

2.2 Ministries must establish procedures to regularly review the value of information products and services for intended users, including the disposition of information that is no longer useful.

2.3 Ministries must assess opportunities for leveraging the value of information through cross-ministry sharing of information, combining information from several ministries to create new information products, and ensuring that existing information is available to meet new business challenges.

Principle 3: Accountability

Accountability for the management of information in the custody or under the control of each ministry is clearly defined.

3.1 Ministries must designate an "executive champion" responsible for information management within the ministry.

3.2 Ministries must develop accountability structures related to information management practices.

3.3 Ministries must implement assessment processes to evaluate progress in implementing information management.

Principle 4: Integrated Approach

Information assets are managed throughout their entire life-cycle regardless of the medium in which they are held.

4.1 Ministries must implement plans and practices related to the life-cycle of information — creation, capture or collection; organization; storage; access and use; and disposition (destruction or permanent retention).

4.2 Ministries must ensure that information, regardless of type or the medium in which it is stored, is managed under the same principles and is

captured in appropriate systems so that the information can be organized and described to facilitate access and ongoing management of the asset.

4.3 Ministries must identify core competencies related to information management and provide skills development opportunities to ensure staff acquire these competencies.

Principle 5: Planned and Coordinated Approach

Coordinated planning for the management of information is linked to business and budget planning.

5.1 Ministries must integrate information management planning into the business and budget planning cycle, highlighting major IM strategies in the annual ministry business plan.

5.2 Ministries must ensure that a coordinated approach is taken to information management such that the expertise of various IM disciplines (Archives, FOIP, Information Management, Data Management, Internet Content Management, Knowledge Management, Libraries, Publishing, and Records Management) is brought together to support business units in the implementation of information management practices.

5.3 Ministries must integrate information planning into succession plans to ensure the capture and maintenance of corporate history.

Principle 6: Optimize the Value of Information Assets

Information assets will be managed to optimize the investment of the Government of Alberta.

6.1 Ministries must identify intellectual property assets that are information-based to be protected in business transactions.

6.2 Ministries must ensure that business continuity plans include the identification of vital records, disaster recovery procedures for information, and information aspects of business resumption plans.

6.3 Ministries, in cooperation with the Provincial Archives, must ensure that information created by government that is of permanent and enduring value is preserved.

4.
Legislation, Policies, Standards and Practices

The context for information management within the Government of Alberta is provided by legislation, information policies, and standards and practices related to the management of information resources. In this section of the framework, both the existing contextual components as well as gaps that need to be addressed to ensure a coherent and consistent approach to information management are identified

Legislation

Several Acts and regulations contain provisions related to information management practices. In addition, as the government moves forward with electronic service delivery and e-commerce strategies, there is a need to ensure that transactions within the electronic environment are authentic, reliable and secure. The legislative context is identified in Table 1. Links are provided to the relevant web site.

Table 1
The Legislative Context

Existing Legislation	Legislative Gaps

▪ *Alberta Evidence Act*
▪ *Canada Evidence Act*
▪ *Copyright Act* (Canada)
▪ *Disaster Services Act* (Alberta)
  ▪ Government Emergency Planning Regulation
▪ *Electronic Transactions Act* (Alberta):
  ▪ Designation Regulation, and
  ▪ General Regulation
▪ *Freedom of Information and Protection of Privacy Act* (Alberta)
  ▪ Freedom of Information and Protection of Privacy Regulation
▪ *Government Organization Act* (Alberta)
  ▪ Records Management
	▪ Assess need for an Information Management Act

Regulation ■ *Historical Resources Act* (Alberta) ■ *Limitations Act* (Alberta) ■ Ministry-specific legislation	

Policies

Numerous Government of Alberta policies exist across the various information management disciplines. There are also gaps in corporate policy that should be filled. Table 2 identifies both current and needed Government of Alberta policies related to information management. Links are provided to the relevant web site or intranet site. Gaps marked with an asterisk (*) are being addressed currently (in progress or draft form).

Table 2
The Information Policy Context

Existing Policy	Policy Gaps
General ■ Government of Alberta Visual Identity Program [currently under redevelopment as "Corporate Identity"] ■ Guide to Managing Electronic Mail in the Government of Alberta **FOIP** ■ FOIP Guidelines and Practices **ICT** ■ Government of Alberta Information Technology Baseline Security Requirements ■ Government of Alberta Information Technology Security Policy ■ Government of Alberta Internet and Email Use Policy ■ Policy for Maintaining Security of Government Data Stored on Electronic Data Storage Devices ■ Policy for the Protection of Personal Information in Information Technology Outsource Contracts ■ Policy for the Transmission of	■ Corporate Information Management Policy ■ Policy on Creation and Use of Intellectual Property ■ Policy on Pricing and Licensing of Alberta Government Information ■ Policy on Recordkeeping Requirements for Conducting Government Business Electronically ■ Policy on Security Classification of Government Information

Personal Information via Electronic Mail and Facsimile ▪ Security Policy for Disk Wiping Surplus Computers ▪ Wireless LAN Access Security Policy **Library** ▪ Integrated Library Systems Services Agreement (with University of Alberta Library) ▪ NEOS Library Consortium Memorandum of Understanding (1999) **Records Management/Archives** ▪ Records Scheduling and Disposition in the Government of Alberta ▪ Provincial Archives: Government Records Best Practices	

Many ministries have also established ministry-specific policies related to information management. As the framework is implemented, all ministries will need to (a) ensure their practices are consistent with Government of Alberta policy and (b) develop ministry-specific policies to guide business units in the management of information assets.

Standards and Practices

Significant work has been done within information disciplines to develop standards and best practices related to information management in government. These standards and practices support ministries in implementing the framework and are identified in Table 3. Links are provided to the relevant web site or Intranet site. Gaps marked with an asterisk (*) are being addressed currently (in progress or draft form).

Table 3
The Information Standards and Practices Context

Existing Standards and Practices	Standards and Practice Gaps
General ▪ Business Resumption Guide ▪ Guide to Managing Electronic Mail in the Government of	**General** ▪ Conducting the Information Management Audit ▪ IM Skills / Competencies

Alberta
- Managing Information @ Work
- Provincial Government Photocopying License

FOIP
- Conducting Surveys: A Guide to Privacy Protection
- Contract Manager's Guide
- FOIP Bulletins (various)
- Guide to Developing Privacy Statements for Government of Alberta Web Sites
- Guide to Using Surveillance Cameras in Public Areas
- Privacy Impact Assessments

ICT
- Data Standards (various)
- Government of Alberta Enterprise Architecture: Data Architecture
- Government of Alberta Enterprise Architecture: Security Architecture
- Government of Alberta Web Site Standards
- Standard for Information Security

Library
- Library Cataloguing Standards – Anglo-American Cataloguing Rules, 2nd ed. (AACR2), International Standard Bibliographic Description (ISBD), Library of Congress (LC) Classification and LC Subject Headings

Records Management/Archives
- Administrative Records Disposition Authority
- Managing Records in Ministers' Offices
- Information Management Planning Guide
- Metadata Standards (text and geospatial)*
- Pricing and Licensing of Government Information
- Protection and Use of Intellectual Property*
- Security and Access Standards for information (confidentiality, access control, availability)

FOIP
- FOIP Bulletins (various)*
- Privacy Policy *

ICT
- Authentication and Authorization Standards*
- Data Standards (various)*
- Government of Alberta Enterprise Architecture: Privacy Architecture*
- Protocols for the Sharing / Exchanging Government Information (personal and non-personal)*

Records Management/Archives
- Criteria for Preservation of Records in Electronic Media
- Design and Implementation of Records Management Systems*
- Electronic Records/Electronic Document Management (ER/EDM)
- Identifying and Managing Vital Records*
- Implementing CGSB 72.34: Standards for Electronic Records and Documents as Admissible Evidence (Draft)
- Implementing ISO 15489: Records Management Standard*

▪ Official and Transitory Records: A Guide for Government of Alberta Employees ▪ Records Schedule System (RSS) User Manual ▪ Rules for Archival Description ▪ Senior Records Officers Circulars (various)	

5.
Implementation

Implementing the information management framework will build public confidence in government planning and decision-making. Accountability for the principles and directives will also lead to a better understanding of the contribution of good information management practices to the efficient operation of government.

Implementation of the framework must include these elements:

- establishing corporate governance and coordination for information management,
- setting manageable priorities that will ensure progress,
- promoting awareness and understanding of the framework,
- determining competencies that are needed and ensuring that people have the required skills, and
- evaluating progress in information management.

While individual ministries will bear responsibility for specific measures, cooperative initiatives are important to enhance the development of sound information management practices across the government.

Corporate Governance and Coordination

Alberta Innovation and Science (Office of the Chief Information Officer) and Alberta Government Services (Information Management, Access and Privacy) co-lead the implementation of the Information Management Framework in the Alberta Government.

The Project Sponsors are the Chief Information Officer and the Executive Director, Information Management, Access and Privacy. The Sponsors are supported by an Information Management Advisory Committee. The Advisory Committee has been selected in consultation with ministries. It is composed of members from the various information management communities of practice across government (Archives, FOIP, Information Management, Data Management, Internet Content Management, Knowledge Management, Libraries, Publishing, and Records Management) and contains representatives where necessary from

related cross-ministry initiatives such as Service Alberta and Government of Alberta Enterprise Architecture.

The Information Management Advisory Committee will:

- facilitate and guide the development of and recommend corporate policies, standards and practices, as well as training programs to support a coordinated approach to information management across government;
- monitor the legislative framework to ensure it continues to meet the needs of government related to information assets;
- promote and facilitate cooperation among the information management communities of practice across government; and
- manage the work around corporate priorities described later.

The Committee will work with the Council of Chief Information Officers to ensure that there are appropriate links between information technology management and information management policies and practices and will ensure coordination with the Administrative Services Council.

This governance structure will enable the Government of Alberta to manage information and information technology in an integrated and planned manner.

Priorities

Information management is a way of doing business. As such, the framework is meant to guide the long-term development of sound information management practices within government. To ensure progress is made in information management, priorities at both the corporate and ministry level have been identified.

Corporate Priorities

The corporate priorities identified to date are included in the Corporate Priorities List.

A phased approach to achieving these priorities is being undertaken. This list will be reviewed and revised annually to identify new corporate priorities and to plan work that is within the allotted budget of the Office of the Chief Information Officer (Alberta Innovation and Science) and the

Information Management, Access and Privacy Division (Alberta Government Services).

Ministry Priorities

Implementing the framework within ministries will take time and resources. Thus, it is recommended that ministries achieve the following directives initially and move towards the achievement of others in a planned manner:

- Ministries must designate an "executive champion" responsible for information management within the ministry (Directive 3.1).
- Ministries must develop accountability structures related to information management practices (Directive 3.2).
- Ministries must implement assessment processes to evaluate progress in implementing information management (Directive 3.3).
- Ministries must integrate information management planning into the business and budget planning cycle, highlighting major IM strategies in the annual ministry business plan (Directive 5.1).

Awareness, Understanding and Skills Development

The Corporate leads will:

- publish the information management framework and promote awareness of the framework across government;
- identify and support professional development and training programs related to implementing the framework for the various information communities, executives, managers and staff across government; and
- identify best practices in information management and promote them across government.

Individual ministries will promote the framework internally.

Evaluating Progress

The Corporate leads through the Advisory Committee will establish criteria and timing for the evaluation of effectiveness of the framework and progress in its implementation.

Corporate leads will report annually on the state of information management within government.